United Nations E/2016/SR.22

# Economic and Social Council

Distr.: General
27 May 2016

Original: English

**2016 session**
24 July 2015-27 July 2016
Integration segment

**Summary record of the 22nd meeting**
Held at Headquarters, New York, on Tuesday, 3 May 2016, at 3 p.m.

*President*: Mr. Jürgenson (Vice-President) ..... (Estonia)

## Contents

Agenda item 8: Integration segment (*continued*)

*Discussion on "Leaving no one behind: National perspectives on policymaking" (panel 2)*

This record is subject to correction.

Corrections should be submitted in one of the working languages. They should be set forth in a memorandum and also incorporated in a copy of the record. They should be sent as soon as possible to the Chief of the Documents Control Unit (srcorrections@un.org).

Corrected records will be reissued electronically on the Official Document System of the United Nations (http://documents.un.org/).

16-07305 (E)

Please recycle

*In the absence of Mr. Oh Joon (Republic of Korea), Mr. Jürgenson (Estonia), Vice-President, took the Chair.*

*The meeting was called to order at 3.10 p.m.*

**Agenda item 8: Integration segment** (*continued*)

*Discussion on "Leaving no one behind: National perspectives on policymaking" (panel 2)*

1. **The President** said that the panel discussion, entitled "Making it work: shared vision and innovative thinking in action", would address the need to adapt solutions to new priorities and circumstances, which was central to successful policymaking and implementation. Business as usual was no longer an option. Active engagement and ownership by a wide spectrum of groups in society would bring a broad pool of talent to the table, thereby expanding frontiers and fostering innovative approaches and solutions. Innovative partnerships and initiatives were spreading globally, which promised a future that was both sustainable and attainable, in the spirit of the 2030 Agenda for Sustainable Development.

2. **Ms. Kyte** (Special Representative of the Secretary-General for Sustainable Energy for All and Chief Executive Officer of the Sustainable Energy for All initiative), keynote speaker, asked participants to imagine the world in 2024, the final year of the United Nations Decade of Sustainable Energy for All 2014-2024 and a significant marking point on the road towards achievement of the Sustainable Development Goals. It was a world in which a clinic in Central Africa had a reliable electricity supply; the directors and senior managers attending a meeting of energy firm board members in London were primarily women; and a young woman cooking a meal in Bangladesh no longer had to worry about the impact of household air pollution on her child. All those scenarios represented integration.

3. The technology to make those scenarios a reality already existed, but the necessary institutions, policies and financing were lacking. Meeting Sustainable Development Goal 7 would contribute to the achievement of several other Goals. Affordable, clean energy for all was an enabler of good health, job creation, education and a better life for billions of the world's most vulnerable citizens.

4. "Win-win-win" solutions in the environmental, economic and social spheres were possible. For example, the gas flared annually from oil production could generate more than enough electricity to power the entire African continent and could save emissions equivalent to those of 77 million cars. An integrated solution in which many different stakeholders participated would be needed to end gas flaring, but it was within reach.

5. Integration worked well as a development concept used in the abstract to discuss sustainable development and climate change at the global level. Community leaders and elected officials, however, cared about local and national issues such as air pollution and unemployment. Solving those problems in an affordable way would also help reduce global emissions.

6. The Sustainable Development Goals portrayed a world that was inclusive and left no one behind. The agreement reached at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change painted a picture of a world of hope, opportunity and growth — and a world that had decoupled itself from carbon. Doubling the share of renewable energy in the global energy mix by 2030 would cut emissions, more than double the number of jobs in the energy sector and boost global gross domestic product (GDP) by up to $1.3 trillion. Nevertheless, support would be required for those who may be temporarily left behind, such as coal communities.

7. Prices were falling for new renewable technologies and far less energy would be needed to lift people out of poverty than even a few years earlier. In East Africa, cell phones were being used to transform the way in which people consumed energy. Subscribers to a mobile payment plan received a solar energy system to install in their homes, which provided them with access to clean, affordable energy for the first time.

8. The Sustainable Energy for All initiative was working to empower leaders, broker partnerships and unlock finance. Thousands of partners, including Governments, civil society and international organizations, had come together since the launch of the initiative in 2011 to work on different pieces of the puzzle. Those same stakeholders were now recommitting themselves to making an integrated

approach to energy a reality, as opposed to simply advocating for it.

9. A new energy mix would require a new, diversified and integrated group of energy leaders. If the energy sector of 2024 resembled the current one, it would have failed to go through the necessary transition. Currently, only six per cent of energy firm board members were women. Without diverse viewpoints in the boardroom, in management and in government, risk could not be properly appreciated, and it would be impossible to make the right risk-reward trade-offs. Integration meant integrating different perspectives into decision-making.

10. The Sustainable Energy for All initiative would work with any and all: with the 1.1 billion people who lacked access to energy; with the 2.9 billion who had no access to clean cooking; and with the major energy companies and users. Sustainable Development Goal 7 was entirely achievable and could be met even earlier than 2030; furthermore, unless progress was made, the world would not be on track to meet the objectives set at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. Integrated solutions, voices and teams were essential.

11. **Ms. Dawes** (Professor Emerita, Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York), moderator, said that the discussions would focus on action, including ways to turn policies into action on the ground. Although it was satisfying to talk of breaking silos down, in practice it might be necessary to work around them. A more useful metaphor could be that of "crossing boundaries". There were many boundaries to consider in the implementation of the 2030 Agenda, including the Goals themselves, the public, private and civil sectors, and different languages, cultures and ideas of good performance. Crossing boundaries could be a form of knowledge-sharing, a kind of risk-taking, and an act of learning.

12. The discussions would be guided by considerations regarding the nature of successful coalitions and inclusive partnerships; the way in which research could contribute to new thinking on development and measurement of progress; and how the application of new tools and technologies could open up new opportunities.

13. **Mr. Miller** (President and Chief Executive Officer of World Wildlife Fund Canada), panellist, said that the shared societies concept developed by Club de Madrid was the right way to think about achieving the Sustainable Development Goals in an integrated manner. All segments of society, particularly the most disadvantaged, must be included in discussions about their economic challenges and how to tackle them. In addition, what States measured mattered. The idea that growth was a proxy for economic success, social inclusion and equality had been proven to be wrong.

14. Everyone was aware of both the challenges and the pathway to success. Unfortunately, progress was too slow, many people were still being left behind, many systems were not fit for purpose, and sustainability was still a low priority. The Club de Madrid working group, of which he was a member, would shortly be issuing a report that would offer fresh ideas for tackling those problems based on its shared societies concept.

15. During his time in office as Mayor of Toronto, from 2003 to 2010, the first principle of the city's economic development strategy had been "One Toronto", which coincidentally stood for the idea that no one should be left behind. It had enabled the city to think and act in far more integrated ways, a case in point being the revitalization of Regent Park, a low-income neighbourhood whose housing was in decline. Before any proposals to rebuild were even drafted, the residents were asked about their needs. At their request, young people living in the neighbourhood were employed on the rebuilding project, which helped to meet economic needs. That policy was an example of integrated thinking between the economic and social sectors.

16. In 1992, Canada had been forced to close one of the largest cod fisheries in the world, off the coast of Newfoundland, because of a failure to pay sufficient attention to environmental sustainability. Within a month, 45,000 people had lost their jobs. World Wildlife Fund Canada was working to embed sustainability principles in the new cod fishery in Newfoundland, starting with the principle of working directly with communities. As a direct result of those activities, the first small cod fishery had recently received sustainability certification.

17. From the Club de Madrid perspective, certain questions should be asked of policy proposals at all

levels, from local to international. They included whether all sectors, particularly the most disadvantaged, had been involved in developing the policy, and what the potential impact on the environment would be. Club de Madrid, working in collaboration with representatives of intergovernmental agencies, had produced a Global Shared Societies Agenda, which set out the principles of an overarching framework that would enable a people-centred, inclusive approach.

18. In order to attain the Sustainable Development Goals and ensure that no one was left behind, everyone had to participate in the pursuit of economic equality. Otherwise, any achievements would be partial and inadequate. The United Nations system needed to keep that perspective at the centre of the process of implementing and monitoring policies and programmes to fulfil the 2030 Agenda.

19. **Mr. Ugarte Fuentes** (Executive Director, Socialab), panellist, said that Socialab was an online platform that helped entrepreneurs implement innovative solutions to poverty-related problems in Latin America, with a view to bringing a rapid end to poverty. Its online platform for submitting ideas had over 500,000 users. Projects that it had facilitated included the production of equipment that extracted water from the atmosphere in order to provide drinking water for families whose homes were not connected to a pipeline.

20. Fundamentally, issues such as lack of access to water were caused by greed or selfishness prevailing over concern for the welfare of others. However, for millennials, doing something meaningful with their lives was a higher priority than making money. Consumers in Latin America were also beginning to favour companies that demonstrated empathy or made people's lives better. Society seemed to be moving from a selfish, money-centric system towards an "economy of love" based on the idea that ethical businesses could be profitable. It was important to support entrepreneurs taking the risk of being socially responsible. In that connection, Socialab had supported 100 start-up businesses that had gone on to make a positive impact on the lives of 1 million people. The state of technology was not an obstacle to sustainable development; technology was advancing at an exponential rate. The challenge was to ensure that socially responsible businesses and projects to improve lives were financially profitable.

21. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative), panellist, accompanying her statement with a digital slide presentation, said that multidimensional poverty was often measured using a set of separate deprivation indicators, such as child mortality rates or the percentage of children not attending school. While that approach had its uses, it did not indicate whether or not the same families were experiencing more than one type of deprivation. The Alkire Foster method developed by the Oxford Poverty and Human Development Initiative had filled that gap. It was a general and flexible method for capturing overlapping deprivations, which could be useful for the achievement of Sustainable Development Goal 1 on ending poverty in all its forms everywhere. The method was used to construct the global Multidimensional Poverty Index, which had been included in the Human Development Reports from the United Nation Development Programme since 2010.

22. The first step in using the methodology was to identify the poor. To do so, the user first had to decide what indicators to use and determine the cut-off point for a person or household to be considered deprived for each indicator. The indicators could be weighted equally or assigned different weights. People were identified as multidimensionally poor if the weighted sum of their deprivations was greater than or equal to a cut-off point determined by the user. For the global Multidimensional Poverty Index, a person was considered multidimensionally poor if they were deprived in a third or more of the indicators. Once the poor had been identified, the next step was to aggregate the data in a meaningful way. The methodology had three meaningful measures: incidence, intensity and the multidimensional poverty index. The incidence measure showed the proportion of people who were multidimensionally poor, but it did not differentiate between different levels of poverty beyond the cut-off point. The intensity measure was therefore useful, as it showed the average number of deprivations experienced by each person or household simultaneously. However, the key measure of poverty was the Multidimensional Poverty Index, or the adjusted headcount ratio, which was calculated by multiplying the incidence by the intensity. The Multidimensional Poverty Index could be disaggregated by group, for example to identify the poorest regions or ethnic groups.

23. The Multidimensional Poverty Index was an internationally comparable measure, but Governments were beginning to tailor the methodology to their particular contexts and priorities. The Multidimensional Poverty Peer Network had been established in 2013 to serve as a platform for sharing knowledge and experience concerning the implementation of measures to combat multidimensional poverty. It had begun with 20 members and now had 40.

24. **Mr. Seoane** (Peru) asked to what extent the Multidimensional Poverty Index could promote a more efficient allocation of the scant resources available for eradicating poverty. Noting that the report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and the global indicator framework endorsed by Statistical Commission referred to national indicators for Sustainable Development Goal 1 while the 2030 Agenda for Sustainable Development called for the United Nations to develop global indicators in collaboration with the international financial institutions, he asked whether it was important to develop multidimensional poverty indicators at the global level, through the United Nations system.

25. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative) said that it enabled Governments to identify the poorest groups in the country and develop policies to target them. Some countries had already adopted such approaches; for example, in 2011 Colombia had begun using census data to identify the poorest municipalities and targeted investment accordingly. It had also used the data to create an online map indicating current investment and investment needs in order to enable those wishing to implement projects to target them effectively.

26. With regard to Sustainable Development Goal 1, in which States had agreed to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions, it was important for countries to have their own poverty measures that they could use to guide policy. However, comparing progress between States on the basis of their national measurements was not recommended, as they were measuring different things. It would therefore be useful to have a global-level Multinational Poverty Index, which would be an improved version of the existing global Multinational Poverty Index, to ascertain whether multidimensional poverty had actually been reduced overall.

27. **Mr. Miller** (President and Chief Executive Officer, World Wildlife Fund Canada) said that the University of Toronto had used census data to carry out analyses similar to those of the Oxford Poverty and Human Development Initiative. The government of Toronto, in partnership with the private sector, non-governmental organizations and the provincial government, had used the data to direct public investment at the neighbourhoods with the highest correlation between low income and a historic lack of public investment. With regard to efficiency, the data provided by that type of research did not indicate where the greatest economic benefits were but rather where the economic need was greatest, enabling Governments wishing to address those needs to do so.

28. **Mr. Aguirre Vacchieri** (Chile) asked whether the term "economy of love" was a figure of speech or an established concept.

29. **Mr. Ugarte Fuentes** (Executive Director, Socialab) said that the economy of love was a concept that had originated in Chile. There was a revolution of sorts underway in his country that was bringing about a new kind of economy. The primary motivator in the world was still money, and competition over money promoted selfishness. However, Chilean consumers were beginning to take their business to companies that were acting ethically, for example by refusing to collude with the competition to artificially inflate prices. Love was a more abundant resource than money, and it was love that would bring about positive change. Money, technology and innovation were tools, not end goals; the end goal was a better society, based on love.

30. **Ms. Dawes** (Associate Professor Emerita, Rockefeller College of Public Affairs and Policy, State University of New York at Albany) asked how mechanisms could be developed to ensure that sustainable development policies reflected what was being learned, given that the weakest part of the public policy cycle was using results to develop better policies.

31. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative) said that the Multidimensional Poverty Peer Network was a mechanism that could help build better policies. The Network provided a space for States to share their experiences and for academics to share their research. Governments and the academic sector were now

working together on projects to gain insight into the relationship between specific policies and trends in multidimensional poverty. The Network also enabled academics to make sure that their research was relevant and useful by finding out what Governments needed from them.

32. **Mr. Ugarte Fuentes** (Executive Director, Socialab) said that conducting thorough impact studies was currently very slow and expensive. A study for a single project could take four years and cost up to $3 million. At that rate, the world would not be much better in 2030. With the technology that was available, it should be possible to find ways to measure impact more quickly and at a lower cost, and study more initiatives simultaneously, so that informed policies could be implemented more quickly.

33. **Mr. Miller** (President and Chief Executive Officer, World Wildlife Fund Canada) said that the concept of shared society, which implicitly assumed that experts were just one part of a process, was very important. The best planners of a city were the people who lived there. For example, a primary concern of residents in one neighbourhood of Toronto had been the lack of a nearby supermarket. That was a basic need, but not necessarily something that would have occurred to a city planner. Implementing that type of participatory approach at the national and international levels would mean creating mechanisms to ensure that the voices of the most affected populations were heard, understood and respected in the work of the national Government, local governments and non-governmental organizations.

34. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative) said that listening to affected populations was extremely important. A good example was the approach taken by the Government of El Salvador, which had identified the most deprived communities in the country, asked them what they felt they lacked and then developed measures to meet those needs.

35. **Mr. WU** Xun (Professor, and Associate Director of the Institute for Public Policy, Hong Kong University of Science and Technology), accompanying his statement with a digital slide presentation, said that he had been researching the subject of policy capacity. His work aimed to conceptualize the term itself and study how it could be applied to integrated policymaking for sustainable development.

36. Many successes and failures of integrated policymaking had a great deal to do with whether or not the concept could actually be implemented in the existing policy system. Impact assessments also tended to focus on the specific objectives of each policy and neglected to evaluate the integration of objectives from all three spheres of sustainable development.

37. His research into the challenges of implementing integrated policymaking had shown that the key issue was policy capacity, which could be broken down into three dimensions: analytical capacity, operational capacity and political capacity. Analytical capacity had been emphasized for some time, but relatively little research had been carried out on political and operational capacity. In addition, when considering the implementation of integrated policymaking, there was a tendency to focus on policy capacity at the system level, typically at the country level, but policy capacity at the organization and individual levels was equally important.

38. At the individual level, professionals involved in the policymaking process, such as legislators and representatives of non-governmental organizations, should each be able to demonstrate political, analytical and operational capacity.

39. The same was true of organizations. In terms of analytical capacity, they needed to have access to good advice and analysis, whether in-house or externally. Political legitimacy in the policymaking process was an indicator of political capacity at the organization level, while effective coordination within an organization was an example of operational capacity.

40. Policy capacity at the system level could refer to the policymaking process within a particular local government, sector or country. The system-wide collection and sharing of economic, social and environmental data was an indicator of analytical capacity, while public trust in government helped to push through change and was a key component of political capacity.

41. The policy capacity framework he had presented could be useful for identifying gaps. For example, a particular policymaker might score highly on political and operational capacity but might be lacking in analytical capacity. Within countries, individual and organization capacity might be high, but system capacity might be low.

42. **Ms. Dawes** (Professor Emerita, Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York) said that the ideas about capacities and levels were very much in keeping with the idea of crossing boundaries and identifying strengths and weaknesses and areas for investment.

43. **Ms. Thörnelöf** (Sweden) said that Sweden had established a system of environmental goals, but agreement could not be reached on how to follow them up and whether indicators should be created. It had also become clear that views on the nature of the system were completely different depending on who was being asked. She wondered whether monitoring indicators significantly influenced the policy cycle and how evaluations translated into new policy measures. She was also interested to know whether the failure to take action over the declining cod stock in Canada had been due to weaknesses in monitoring or in policy.

44. **Mr. WU Xun** (Professor, and Associate Director of the Institute for Public Policy, Hong Kong University of Science and Technology), focusing on the capacity-building angle, said that the experiences of policy stakeholders did indeed condition their views. Organizations that were most successful in integrating different objectives made a conscious effort to bring people with diverse backgrounds together. Inter-agency or system-wide integration had been the subject of considerable attention, but integration at the individual and organization level could also play a very important role in driving progress in the short term.

45. **Mr. Miller** (President and Chief Executive Officer, World Wildlife Fund Canada) said that in the case of the closure of the cod fishery off the coast of Newfoundland, Canada, as a result of over-fishing, the failure was not an analytical failure but a political failure to make use of the available data owing to fears over the negative impact that reigning in unsustainable fishing practices would have had on the incomes of households in the area and the political consequences that would ensue. In the end, action was delayed until it was too late. There were parallels to be drawn with the current difficulty of convincing all Governments to acknowledge the scientific evidence for climate change and to take appropriate action. It was also worth noting that political solutions were sometimes more difficult to achieve if it was possible to shift the blame. Just as the Canadian Government had pointed the finger at foreign fishing trawlers in the cod-fishing crisis and failed to properly consider its own role, smaller countries often argued that they should not have to limit their resource development for the sake of the environment, claiming that the responsibility for combating climate change lay with larger countries.

46. **Ms. Sorto** (Observer for El Salvador) said that in 2015 her country had developed a new tool to measure multidimensional poverty, which had moved away from traditional, income-based measuring to focusing on well-being. The Government had adopted 20 indicators approved by various sectors, including vulnerable populations, covering education, housing, work and social security, health, basic services, food security and the quality of the environment. The tool had made it possible to formulate, coordinate and evaluate public policies to promote people-centred sustainable development. Her country had also included the input of 1,500 vulnerable persons in two national reports that had determined its position in the negotiations on the 2030 Agenda. As part of the implementation of the Sustainable Development Goals, her Government intended to create a national sustainable development council in which vulnerable populations, the academic sector, the Government and the United Nations system would participate.

47. **Princess** Abze **Djigma** (Chief Executive Officer, AbzeSolar S.A.) asked what could be done to ensure the quality of data.

48. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative) said that measures were only as good as the data used. The best way to ensure the quality of data would be through capacity-building for the national statistical offices. Some international organizations collected their own data, but national statistical offices should have an increasing role, as they knew the country better and could collect much more data. Large organizations did, however, have a role to play in collecting comparable data, for example to calculate the global Multinational Poverty Index.

49. The Multidimensional Poverty Peer Network had contributed to improving data quality by developing an easy-to-use questionnaire for collecting standardized data on multidimensional poverty.

50. **Mr. Wu Xun** (Professor and Associate Director, Institute for Public Policy, Hong Kong University of Science) said that making data accessible to more groups could be key to improving the quality of the

data, as it would increase the likelihood of potential gaps in data collection and analysis being identified.

51. **Ms. Dawes** (Associate Professor Emerita, Rockefeller College of Public Affairs and Policy, State University of New York at Albany) asked what the United Nations could do to help turn knowledge into action and what types of approaches, services and activities it could sponsor to facilitate the implementation of the Sustainable Development Goals.

52. **Mr. Ugarte Fuentes** (Executive Director, Socialab) said that innovation did not usually originate in Governments and large international organizations, in part because they tended to be risk-averse. In contrast, entrepreneurs and start-ups were generally more in tune with market needs and had a greater awareness of how technology could be used to create value but lacked the financial resources to test and develop their ideas. Socialab had received proposals for more than 20,000 projects from 96 countries but did not have the capacity to finance all of them. The United Nations should therefore do more to support innovators and find ways to scale up the solutions that they had developed for poverty-related problems. That would involve being prepared to assume a certain amount of risk, but the solutions that would best enable the implementation of the Sustainable Development Goals would not be developed unless innovators were able to experiment and were allowed to fail at times. He therefore encouraged the United Nations to be open to failure.

53. **Ms. Vaz** (Research Officer, Oxford Poverty and Human Development Initiative) said while United Nations Development Programme (UNDP) and United Nations Children's Fund (UNICEF) country offices and the Human Development Reports might not create innovation, they were good vehicles for disseminating innovation. For example, the Multidimensional Poverty Index had been launched through the Human Development Report, while country offices often shared new ideas with Governments and assisted with implementation of those ideas in the field.

54. **Mr. Miller** (President and Chief Executive Officer, World Wildlife Fund Canada) said that if the United Nations and other institutions accepted the concept of shared society, they should consider more carefully how to build alliances and networks with city and municipal authorities. There should be a better way for organizations such as the C40 Cities Climate Leadership Group, which had committed to a set of climate actions that, if completed, would reduce greenhouse gases by an amount approximately equivalent to the emissions of India, to participate in the deliberations of the Conference of the Parties to the United Nations Framework Convention on Climate Change so that lessons learned from the bottom could information policy discussions at the highest level. The observer status of the World Wildlife Fund in the Arctic Council had allowed the Council to hear the Fund's expertise on issues affecting nature while enabling the Fund to become a more sophisticated commentator. The United Nations worked well in many areas but needed to ensure that not-for-profit organizations played an active role in establishing the link between broad policy-making and action on the ground.

55. **Mr. Wu Xun** (Professor and Associate Director, Institute for Public Policy, Hong Kong University of Science) said that the reach of the United Nations put it in a good position to develop good practices for sustainable development. When examining successful initiatives, there should be more focus on the mechanisms and processes than on the success in and of itself. Furthermore, while global agencies often tended to think in terms of global applications, it should be borne in mind that global strategies could be difficult to apply in the area of integrated policy-making. A better approach might to work with individual countries to develop operational manuals and then compare those manuals to see if there were similarities between them that could be of global relevance.

56. There had not been enough integrated policy-making because of a lack of attention to the political and operational spheres. In principle, no one opposed a balanced approach giving equal attention to analytical, political and operational capacity; however, significant political and operational obstacles meant that those areas had not been addressed with the same rigour as had been devoted to enhancing analytical capacity.

57. **Mr. Al-Musawi** (Iraq) said that the United Nations had 70 years of experience of successes and failures in attempting to develop innovative and integrated policies on various issues, including the "Delivering as one" initiative and the many missions with the word "integrated" in their titles. The United Nations should examine that experience to determine how best to break down silos and redistribute

responsibilities to make the system as efficient as possible and how to manage synergies in such a way as to ensure that the achievement of one Sustainable Development Goal contributed to the achievement of others.

58. **Ms. Bammer** (National Centre for Epidemiology Population Health, Research School of Population Health, Australian National University) said that data was not always available when policies had to be made, so it was important to determine how best to take the unknown into account in making the best possible decision in the absence of data.

59. **Ms. Dawes** (Associate Professor Emerita, Rockefeller College of Public Affairs and Policy, State University of New York at Albany) said that the achievement of the Sustainable Development Goals would require crossing boundaries in order to work at all levels and in various directions: from the bottom up, the top down and the outside in. It would also require every element of society to be able to participate and be understood, from the largest institutions to the smallest communities. Supporting innovation and experimentation, learning from success and learning from failure would all contribute to the achievement of the Goals.

*The meeting rose at 5.20 p.m.*